



A Community Resilience Dialogue *Summary Report*

June 2017



This report provides an overview of the key themes and topics that emerged as nearly 70 San Antonians from 43 organizations and 12 city departments gathered to discuss Community Resilience on the afternoon of April 10, 2017.

Thank You!

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Cover Photo: San Antonio River Walk, 2016. *(Shutterstock photo)*

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<http://www.sanantonio.gov/Sustainability>



Figure 1. This word cloud reflects the most commonly voiced challenges, concerns, and areas for action identified by workshop participants during two breakout sessions at the Resilience Dialogue.

Summary

Community resilience refers to the ability of people, the places they live, and the assets and infrastructure they rely on to withstand and quickly recover from shocks and stressors. On April 10, 2017, nearly 70 community leaders from 43 organizations and 12 city departments gathered at the San Antonio Food Bank for a Community Resilience Dialogue. Participants engaged in a series of discussions about how to build resilience in San Antonio. This Resilience Dialogue was part of a larger effort to implement features of the recently adopted set of SA Tomorrow plans related to sustainability, multimodal transportation, and comprehensive development. Participants represented various local organizations, such as military facilities, educational institutions, cultural and civil justice groups, environmental groups, neighborhood organizations, a diverse set of city departments, and other sectors important to the development of the region. The Dialogue set the stage for strengthening collaborations among a growing network of people and organizations who can help build the resilience of the community.

70 Community Members

43 Organizations

12 Sectors

12 City Departments

Planning for 1.1 million
more people by 2040

San Antonio's population is projected to grow from 1.4 to 2.5 million people by 2040. This growth represents a significant challenge to equitably house and provide for this much larger population while still maintaining the culture and qualities that attracted the people to our city in the first place. At the same time, the growth also provides an opportunity to invest in the San Antonio of the future. ***Everyone will need to work together to build community resilience to ensure San Antonio has a thriving economy, a healthy environment, and an inclusive and fair community for many years to come.*** The Resilience Dialogue was a small step in the long series of conversations and actions that are necessary to make this happen. It provided an opportunity to elicit feedback about what resilience means to our neighborhoods and communities.

Through two facilitated breakout sessions, participants had the opportunity to speak with people from different organizations, identify shared challenges and concerns across organizations and sectors, and identify actions they could take to address those concerns. By the end of the afternoon, attendees had identified more than 60 actions to address the challenges raised over the course of their discussions. Many of these actions are already contained within the SA Tomorrow plans, and this overlap provides a rough indication of some of the highest value actions to pursue from the plans. This report summarizes the key challenges and opportunities that were discussed at the workshop and recommends pathways forward.

Key Challenges

- Communication & Outreach
- Land Use & Transportation
- Vulnerable Infrastructure
- Water Resources
- Equitable Housing
- Economy & Workforce
- Energy

Key Opportunities

- ✓ Boost Community Engagement
- ✓ Work Locally & Innovatively
- ✓ Encourage Desired Development
- ✓ Increase Access to Services

Introduction

The City of San Antonio was established nearly 300 years ago. This longevity shows that San Antonio is inherently resilient. Over the next 25 years, the city will add more than 1.1 million people and with those people will come 500,000 new homes and jobs – making it one of the fastest growing cities in the country. This growth presents many challenges, but also an unprecedented opportunity to create the San Antonio of the future. San Antonians know that changes are on the horizon. New technologies, a growing population, and more extreme weather and climate events are just a few examples of the types of changes we can expect. What is less certain, however, is how these changes will affect our communities.

Resilience is a relatively new concept for many people. It can apply across all sectors of our community, and defining what resilience means will be important to achieve the goals set out in SA Tomorrow, a three-pronged strategic planning effort that consists of a new Comprehensive Plan, Sustainability Plan, and Multi-Modal Transportation Plan. As San Antonio looks ahead, building economic, social, and environmental resilience will make our communities stronger and ensure that they are better able to respond and adapt to change.

Community resilience is the ability to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimal damage and disruption to our social well-being, the economy, and the environment.

San Antonio is already leading. The city is the 8th largest solar energy producer in the country and the top solar producer in Texas. The city has a strong tree ordinance, which protects our urban tree canopy, reduces the urban heat island effect, and benefits our residents and natural environment. It has also become a national leader in water conservation¹ and maintains a diverse and expanding water supply portfolio, which includes the nation's largest direct recycled water system and 3rd largest underground storage facility². The SA Tomorrow effort was adopted in 2016. At the same time, the City was selected as one of 10 cities to participate in the National League of Cities' Leadership in Community Resilience Program³. Together, these efforts provide a roadmap for how the city can grow sustainably and achieve its long-term goals.

As a first step on that journey, the city held a Community Resilience Dialogue on April 10, 2017 at the San Antonio Food Bank to begin what will hopefully be an on-going communitywide conversation about how to prioritize goals and take action, begin to implement the actions identified in the SA Tomorrow effort, and start building greater resilience. The event was organized by the City of San Antonio's Office of Sustainability, in collaboration with Adaptation International and the National League of Cities. The half-day workshop brought together leaders with a diverse set of perspectives to identify key challenges and potential actions for addressing those challenges. Nearly 70 community

¹ http://www.saws.org/your_water/waterresources/2012_wmp/docs/20121204_2012WMP_BoardApproved.pdf

² http://www.saws.org/your_water/waterresources/2012_wmp/docs/20161007_WaterMgmtSemiannualReport_January-June%202016.pdf

³ <http://www.nlc.org/leadership-in-community-resilience-program>

leaders from 43 organizations and 12 city departments participated in the dialogue (full list is in the appendix). They represented neighborhood associations, faith-based groups, environmental nonprofits, public utilities, transportation services, local businesses, corporations, tourism, housing, military, emergency preparedness, and social services. The event began with introductions from City leadership and workshop organizers. Then participants engaged in two facilitated breakout discussions, one focused on identifying key challenges for the city and one focused on identifying actions to address those challenges, as well as a Q&A session with a community-led panel (full workshop agenda is available in the appendix).

Key Challenges Facing San Antonio

This section presents a summary of the top concerns and challenges identified by participants at the Resilience Dialogue. Participants had opportunities to share their concerns through a pre-workshop survey, an in-person workshop poll, and at the workshop through breakout sessions. Land use and transportation were ranked as the most important focus areas from the SA Tomorrow Sustainability Plan (according to survey responses and the in-person poll). Participants at the workshop agreed that the city's projected growth over the next 25 years is a primary challenge, and housing and transportation patterns will need to change to successfully accommodate this growth. Further, inequality in access to services emerged

as the biggest social concern among workshop participants (ranking 2nd highest among survey respondents). Survey respondents identified limited funding, limited staff time, and competing priorities as the top 3 obstacles to addressing their challenges and concerns. Below is a summary of the key challenges that emerged during the workshop.



Bridgett White, Planning Director, talks about SA Tomorrow as she welcomes participants.

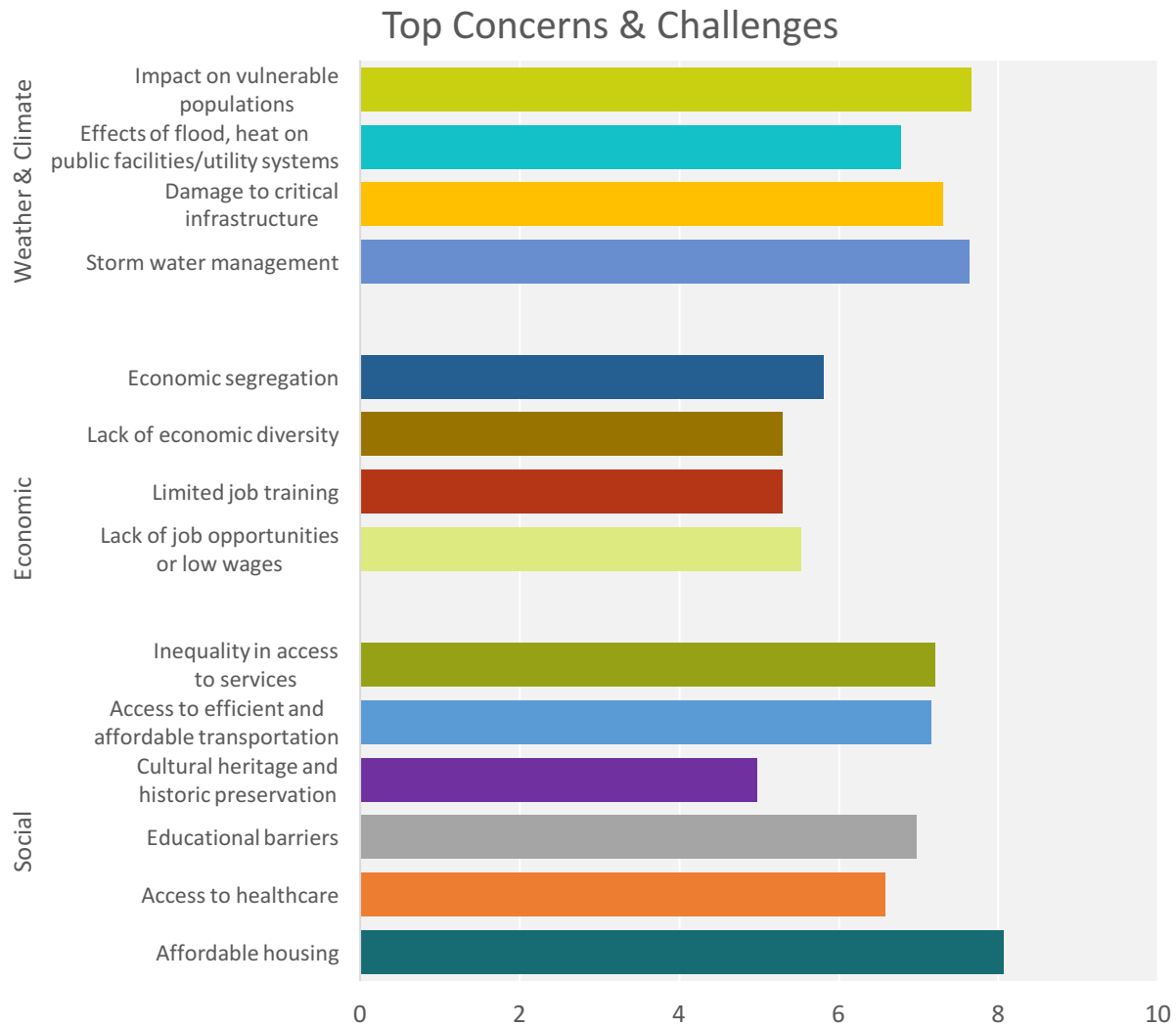


Figure 2: The top ranked concerns and challenges identified by workshop participants in a pre-workshop survey related to weather and climate (top), economic (middle), and social issues (bottom).



Top Priority: Communication & Outreach

Sub-Themes:

- Greater citizen engagement and empowerment
- Reaching traditionally underserved populations
- Coordination across city departments and sectors

Communication and outreach represent both a challenge and an important opportunity for implementing sustainability and resilience in San Antonio. San Antonians want to be active participants in building resilience within their communities and feel empowered when they take part in the process. Attendees at the workshop discussed the need to engage more people and keep them involved in the city's planning efforts. Better communication, increased coordination, more information sharing, and building connections across organizations and neighborhoods were all key points of discussion at many tables.

There is value in building more collaborative relationships with organizations to facilitate an environment of peer-to-peer learning and to ensure they are part of the conversation and not just recipients of information. There was some consensus among attendees that the city needs to better empower nonprofits and other groups when providing services or reaching out to the public. Other participants admitted their own planning was disconnected from surrounding neighborhoods.



Land Use & Transportation

Sub-Themes:

- Unsustainable growth patterns
- Lack of transportation options
- Inequitable access to services

San Antonio has experienced some of the largest population gains in the country in recent years⁴⁵. In addition, the San Antonio metropolitan area is becoming less dense due to an increase in sprawl. Regional growth was a raised concern at the workshop, as the area of I-35 between San Antonio and Austin is expected to become increasingly developed. We will need to think about regional growth patterns and how these will impact the city in the years and decades to come.

Many workshop participants expressed concern about unmitigated growth happening across the city and the larger metropolitan area. There was a perception that development often occurred outside city boundaries, in a manner that is inconsistent with stated planning goals, and later annexed by the city. Participants discussed the need to focus growth around existing regional centers and corridors to slow or reverse current unsustainable growth patterns that expand the city's footprint and outpace population growth. Participants also talked about the need for encouraging smart growth, low-impact development, and balance that with historic preservation. More centralized, infill-oriented, and mixed-use growth patterns can help reduce dependency on highways and increase the walkability of our neighborhoods. These ideas are all consistent with those in the SA Tomorrow Comprehensive Plan.

Participants also identified the need to increase and diversify transportation options. More public transportation options would enable choice ridership and help increase access to services for more people, such as to good quality food and jobs. More diverse transportation options would ideally also further reduce traffic congestion and improve air quality.

Additional concerns include the potential for disproportionate growth that could exacerbate existing problems of inequality, particularly between the north and south sides of the city. San Antonio ranks as the city with the highest level of spatial inequality in the

⁴ <https://www.census.gov/newsroom/press-releases/2016/cb16-43.html>

⁵ <https://census.gov/newsroom/press-releases/2017/cb17-44.html?cid=cb1744>

U.S.,⁶ and this inequality hasn't changed in 50 years.⁷ Investments will need to focus on the city's most underserved and underused communities including the city's core and south sides to balance future growth across the city and reverse trends in economic inequality.



Vulnerable Infrastructure

Sub-Themes:

- Aging infrastructure
- Older housing stock
- Impacts of extreme weather and climate events

Extreme weather and changing climate conditions can affect aging infrastructure, including homes and buildings and water and energy infrastructure. This was a concern for many participants. Several questioned whether the city could maintain such sprawling infrastructure against the threat of urban flooding. Nonetheless, investments will be needed to maintain, upgrade, and make better use of existing infrastructure so that they can withstand both extreme heat and flooding. New infrastructure will need to be designed to account for future climate conditions.

Aging and older housing infrastructure was another stated concern at the workshop. In Bexar County, the number of residents over the age of 65 is projected to reach 14% of the total population by 2020. Programs that support reinvestments, retrofits, repairs, and maintenance of housing will be needed to help seniors age in place. Increasing the availability and diversity of housing options for seniors who choose to move will also be important.



Participants discuss their key concerns during the first breakout session.



Sascha Petersen of Adaptation International takes a poll of participants' concerns.

⁶ <http://eig.org/wp-content/uploads/2016/02/2016-Distressed-Communities-Index-Report.pdf>

⁷ <http://www.mysanantonio.com/opinion/editorials/article/Once-again-San-Antonio-leads-on-inequality-6922291.php>



Water Resources

Sub-Themes:

- Long-term water availability
- Stormwater management
- Water quality
- Water affordability

Many participants raised concerns and identified challenges related to water. Participants discussed the need for even greater diversification, sustainability, and conservation of long-term water resources to continue to meet growing water demands under a changing climate. They also mentioned concerns about the affordability of our water and the impacts that changing water rates could have on poorer segments of the community.

Aside from potable water, stormwater management is another key climate and weather-related challenge that was discussed by many tables during the first breakout session. Participants talked most about the need to improve natural drainage to reduce the impacts that flooding has on water quality, structures, and vulnerable populations. This reinforces findings from the climate change vulnerability assessment conducted as part of the SA Tomorrow planning process. Central Texas is flash flood alley and there are a large number of both single family and multi-family buildings, as well as 197 critical facilities located in the floodplain.



Equitable Housing

Sub-Themes:

- Affordable housing
- Housing shortages

Affordable housing was the top social concern among survey respondents. As one group at the workshop discussed, affordable housing is important because it touches on all three aspects of resilience, given that building patterns can create economic and social inequity but also environmental problems. San Antonio has already experienced housing shortages, with long waitlists for subsidized housing. Increasing affordable and diverse housing options in safe locations to accommodate a growing population will be a key challenge for San Antonio.



Economy & the Workforce

Sub-Themes:

- Lack of job opportunities
- Aging workforce & Limited job training
- Economic segregation

Economic segregation and lack of job opportunities or low wages ranked 1st and 2nd, respectively, in economic concerns among survey respondents. At the workshop, participants talked mostly about an aging workforce and limited job training. Changes in technology were also a primary concern. Some groups discussed the need for startup businesses in gentrified areas to spur economic growth, as well as more vocational training opportunities to establish a stronger workforce. Increasing amenities and services to attract and retain younger workers was also identified as a key challenge.



Energy

Sub-Themes:

- Extreme heat
- Energy costs
- Diversification of energy sources

San Antonio is no stranger to hot weather, and extreme heat remains a top concern. Observed weather records show a more than doubling of average number of days a year over 100°F in the last fifty years, and these trends are projected to continue into the future⁸. Participants discussed the need for more cooling centers in the summer to address public health and safety concerns. Related to this, participants talked about aging energy and water infrastructure and the increasing need to diversify energy sources. Some participants focused on the need to maintain the city's current low energy costs, particularly in the face of more extremes in temperature.

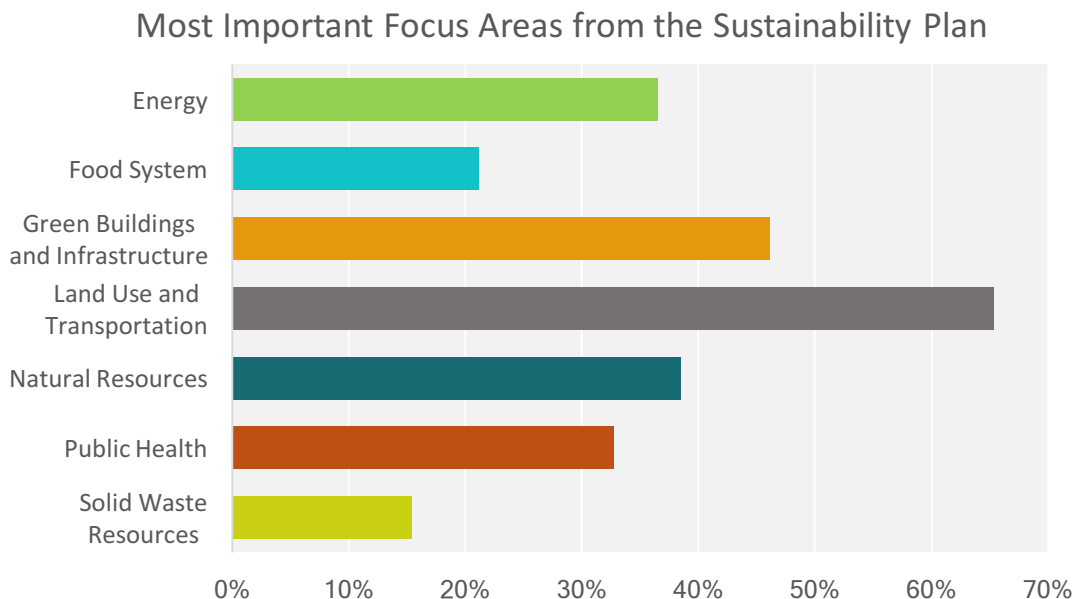


Figure 3. Results of an in-person workshop poll showing the most important focus areas from the SA Tomorrow Sustainability Plan among workshop participants.

⁸ SA Tomorrow Plan Climate Change Vulnerability Assessment, 2016

Key Opportunities

In a second breakout session, attendees were grouped at tables by sector to discuss actions their organizations are already taking as well as possible next steps to address the key challenges and concerns that were identified in the first breakout session. Land use and transportation emerged as a major focus area among workshop participants, above water resources, infrastructure, resilience, and air quality. By the end of the afternoon, attendees had identified more than 60 unique actions (Appendix D) they are taking or could take to begin addressing their challenges and enhance community resilience. This section highlights the major themes and priority actions that emerged from these conversations. Under each theme are several sub-themes, as well as 2-3 examples actions.

Boosting Community Engagement

Sub-Themes:

- Community empowerment
- Consistent and transparent communication
- Asset-based community engagement
- Increasing education
- Working locally to develop SA Tomorrow neighborhood plans

Example Actions from Participants:

- Increase the role of the City and lead by example.
- Build thematic partnerships to increase data sharing and access.
- Hold follow-up conversations/efforts in communities to ensure they see results.

Community resilience would not be possible if we all worked in silos. It takes everyone working together and getting more involved in our communities to see results. Many of the discussions centered on strategies around improving community engagement.

Participants discussed the need to **redefine how community leaders engage with our communities by creating more meaningful communication approaches** that could yield better outcomes. Consistent and transparent communication between the city and communities was identified as an important strategy for increasing public buy-in, support, and action. Asset-based community engagement that focuses on a community's values and strengths was discussed as a key outreach strategy by a couple of tables. New types of engagements and platforms available through social media could further help to include younger populations. It's important to have follow-up conversations and continued engagement with community members to ensure they remain engaged long after initial planning efforts. Implementing local actions will also ensure that communities see the results of those efforts. In addition, increased collaboration and coordination between city departments and organizations is important. Investing in better communication channels that make it easier to access information and find collaborative opportunities represents just one way to improve collaboration.

Educating community members about new programs or services that are offered by the City and increasing early childhood education to get kids engaged in these issues were identified as key strategies. Boosting community engagement means working locally on a neighborhood by neighborhood basis. This could involve holding conversations in libraries, building educational programs in schools, or using churches and other community centers to draw from local knowledge and better understand the local issues across our communities. Getting more people involved in these types of conversations will be an important strategy as the city moves SA Tomorrow forward.

Encouraging Desired Development

Sub-Themes:

- Environmentally compatible development
- Building on existing regional centers and corridors
- Connecting neighborhoods by increasing walkability

Example Actions from Participants:

- Expand and increase accessibility to the Smart Green Homes program.
- Address land use issues through investments in open space, mixed use development, river improvements, and historic preservation.

Many conversations at the workshop focused on encouraging and incentivizing more desirable forms of development to change how the city grows moving forward. This represents an opportunity for the community to leverage the growth and investment that comes with an increasing population to create a more resilient community.

One approach is to focus future development on existing regional centers and corridors, rather than continuing to expand by developing in new areas on the outskirts of town⁹. Many participants mentioned increasing walkability to better connect neighbors, decreasing reliance on automobiles, and increasing access to services. Greater walkability would also help to build community cohesion by linking more neighborhoods together.

Participants highlighted the need to prioritize environmentally compatible development, which would help improve natural drainage and reduce flooding while also combatting extreme heat, improving quality of life, and protecting wildlife. Specific actions included the creation of green spaces, supporting installation of pervious surfaces, brownfield reuse, and expanding on existing programs such as Build San Antonio Green. Participants identified the need to support new policies and regulations, change zoning laws, and encourage low-impact development. These are all actions that can help to cultivate a culture that values our natural resources to further protect and conserve water resources.

⁹ SA Tomorrow Comprehensive Plan, 2016

Increasing Access to Services

Sub-Themes:

- Enhance affordability programs
- Use ordinances to establish baseline services
- Increase transit services in more populated areas

Example Actions from Participants:

- Establish a new transportation system, node to node, to complement the existing bus system.
- Eliminate the gap between policies and the public by getting the community more engaged.

In a growing and prosperous San Antonio, ideally everyone will have equal access to the same resources and services so that we can all thrive and live “the good life.” The participants identified actions and strategies for improving access to services related to health care, food, and transit, as well as ensuring affordability of energy, water, and sewer.

Affordability programs were considered a key strategy for addressing inequality in access to services. Examples mentioned at the workshop included the San Antonio Water System’s new affordable services program for seniors, and the need to make solar programs more accessible.

Health care also emerged in the conversations as an important focus area, particularly related to increasing access to health care for all citizens and preparing the health care

system for extreme events. Participants talked about the need to increase access to good quality and affordable food. Strategies related to this included increasing community gardens and developing an ordinance to establish a baseline of products at all grocery stores.

Increasing transportation options and creating more efficient and affordable transportation can help to improve access to services like jobs, grocery stores, and other amenities. Participants recommended basing the density of transit services on population density, as well as providing services to lower income and vulnerable areas of the city. They also stated the need for greater consistency and reliability in public transportation.



Facilitators capture ideas from their tables during a group breakout session.

Innovation in Community Engagement: Examples from other Cities

The City of New Orleans' Livable Claiborne Communities study is expanding outreach to populations that do not typically participate in the planning process. Through its Public Engagement and Communications Plan, the city is developing "meetings-in-a-bag," where volunteer-based project representatives bring engagement activities and information directly to people in their homes and businesses. The goal is to fully engage a diversity of views and encourage ideas and solutions from locals to have widespread involvement and endorsement of planning outcomes.

The City of Seattle is seeking more authentic and thorough ways to reach all residents and better represent the diversity of its citizens. The city established a new Community Involvement Commission to seek more input and feedback from lower-income areas, renters, and minority members of the community who have traditionally been left out of conversations about the city's future. They also helped develop a Guide to Equitable, Community-Driven Climate Preparedness Planning through support by the Urban Sustainability Director's Network that can be used to explicitly consider race and expand community engagement.

The NashvilleNext Community Engagement Plan by the City of Nashville lays out a simple but effective community engagement model guided by 3 goals – Educate, Engage, and Empower. A new Community Engagement Committee was established to lead the effort, with the goal to give everyone in the community a chance to participate and be heard in the process using traditional, online and flexible engagement opportunities, where information is brought directly to people.

The City of Baltimore, through their Disaster Preparedness and Planning Project, explicitly reached out to traditionally underserved portions of the community and used a "build a bag" event to not only distribute emergency preparedness kits, but enhance social cohesion and community engagement. They are now piloting an approach to use Resilience Hubs that utilize existing community centers and buildings to both provide emergency shelters and bring communities together to plan for future hazards.

Pathways Forward

As San Antonio focuses on implementing SA Tomorrow, the concept of community resilience offers several pathways forward that connects these efforts and identifies actions that can have the greatest benefits. This Resilience Dialogue provided an opportunity to bring together leaders from a variety of organizations with different perspectives and strengthen social connections across organizations. The key for the City will be to build on these initial efforts and guide future work across the community. The list of more than 60 actions developed by workshop participants demonstrates that there are many ways the City and community can move forward together to achieve the goals set out in SA Tomorrow. Below are a few recommendations for continuing the conversation, followed by possible next steps.

Defining community resilience together. The concept of resilience is new to many of us, and defining what community resilience means is a collaborative process. Having more cross-sectoral conversations like this and simply interacting more with neighborhoods to ask for their input can help identify common goals and a shared vision among community leaders and citizens. These resilience efforts should be logically linked to the city's past sustainability and other planning efforts to keep participants involved in the process and reassure them that this process moves us forward and is not a duplication of previous efforts.

Identifying key partners and community champions. To truly build community resilience, the City and community organizations will need to continue to work together and build trust with their constituents to create meaningful actions that improve both the basic needs of those communities and their overall resilience. Transparent and consistent communication is key to building trust. This process starts by listening to the community and targeting actions around their specific needs. It also means trusting the community to take part in creating a solution that is meaningful and lasting. Identifying key partners and community champions to work with the City, such as those community members serving on committees to represent citizens in their jurisdictions, can help generate support, propel action, and maintain open channels for communication.

Building collaborative relationships. Addressing major concerns and capitalizing on the opportunity that the projected rapid growth of San Antonio brings with it will require a whole community approach that involves not just many City departments, but also non-profit organizations, private sector companies, academia, and Joint Base San Antonio. Specific opportunities are already emerging. For example, the City is working with VIA Metropolitan Transit on a new long-range transportation plan and CPS Energy is developing an energy strategy to take us beyond 2020. The community leaders that participated in this Resilience Dialogue represent a first step in this whole community process, but each of these leaders also represents a broader network of people that could and should be involved in an open and proactive discussion on these issues and solutions.

Next Steps

- Consider organizing a series of community charrettes or workshops with key partners to collectively prioritize the goals from the SA Tomorrow effort and identify desirable actions or strategies that are most appropriate for a particular issue and/or neighborhood. Use the results of these workshops to design solutions, locate resources, engage others, and guide implementation.
- Conduct a climate resilience study to inform the development of a Climate Action Plan focused on both mitigation and adaptation as a next step to the Sustainability Plan and climate vulnerability assessment. A Climate Action Plan can support the strategies outlined in the SA Tomorrow plans to ensure that climate change impacts are considered and integrated in all future SA Tomorrow initiatives and actions.
Related Sustainability Plan strategies: Climate education campaign for businesses and property owners; urban heat island mitigation program; LED streetlight conversion project; dark sky ordinance; launching a Better Building Challenge; and expanding the CPS Energy Simply Solar Initiative programs to low income and affordable housing, among others.
- Implement programs to reduce the impacts of climate and weather related hazards and minimize the impacts of future growth on our natural resources, including air and water quality.
Related Sustainability Plan strategies: Pilot the use of the Envision Rating System or equivalent for all public infrastructure projects; join FEMA's Community Rating System; and expand education and technical assistance for low-impact development, among others.
- Develop innovative communication strategies between City departments, organizations, and the broader public, to help leverage partnerships around new initiatives, develop new ways of collaborating around specific goals, and generate greater public buy in. Design, test, and pilot new initiatives based on best practices and successes in other cities.

Building community resilience doesn't mean starting from scratch. It means capitalizing on the community's many existing assets and building off its strengths, while working on other areas that have fallen behind and need improvement. ***By taking a more proactive approach in how we plan for population and economic growth over the coming decades, San Antonio will ensure it grows sustainably, enhances resilience, and preserves the many things we love about this city.***



Appendices

- A. Resilience Dialogue agenda**
- B. List of organizations and city departments that participated in the Resilience Dialogue**
- C. Flipchart photos summarizing the discussions in the first and second breakout sessions**
- D. List of actions identified in the second breakout session**

A. Resilience Dialogue Workshop Agenda

San Antonio Resilience Dialogue

San Antonio Food Bank

5200 Enrique M Barrera Pkwy, San Antonio, TX 78227

April 10th, 2017 12:30-4:30 pm

Agenda:

12:30 pm **Coffee and Conversation**

12:45 pm **Welcome, Goals, and SA Tomorrow**

Brief welcome and overview for the day. We will discuss how this event builds on the SA Tomorrow planning effort, and how we are all involved in building community resilience.

- *Rod Sanchez, Assistant City Manager*
- *Bridgett White, Planning Director*
- *Doug Melnick, Sustainability Director*

1:00 pm **Resilience & Resilience Challenges Breakouts**

This session starts by framing what it means to be resilient and includes a short discussion of the economic, social, and environmental pillars of resilience. Post introduction, the attendees will break into groups to discuss the key challenges/concerns they have and identify critical resilience issues facing the community.

- *Cooper Martin, National League of Cities*
- *Sascha Petersen, Adaptation International*

2:20 pm **-- Break --**

2:40 pm **Community Led Discussion on Resilience**

Many organizations and people across the city are taking actions that address current concerns and help build resilience. In this session, we will hear from community members about the actions their organizations are taking and have an open discussion with the audience.

- *Graciela Sanchez, Esperanza Peace & Justice Center*
- *Steve Sano, Red Cross of San Antonio*
- *Eric Cooper, San Antonio Food Bank*

3:15 pm **Identifying Actions to Build Community Resilience**

This second breakout session will focus on taking action to build resilience. Attendees will share actions and discuss opportunities to address concerns and collaborate.

4:15 pm **Closing, Actions, and Opportunities to Stay Engaged**

Where do we go next? This session provides opportunities to share ongoing community efforts and discuss actions to strengthen the three pillars of community resilience.

- *Doug Melnick, Sustainability Director*

4:30 pm **Tour of the San Antonio Food Bank (Optional)**

B. List of organizations and city departments that participated in the Resilience Dialogue

Alamo Area Council of Governments
Alamo Area Metropolitan Planning Organization
American Red Cross
Beacon Hill ANA, Tier 1 Neighborhood Coalition
Bexar County Public Works
Build San Antonio Green
Catholic Charities San Antonio
Centro San Antonio
Citizens Environmental Advisory Committee
City Council District 8
City of San Antonio Department of Planning and Community Development
City of San Antonio Development Services Department
City of San Antonio Diversity and Inclusion Office
City of San Antonio Economic Development Department
City of San Antonio Department of Human Services
City of San Antonio Mayor's Office
City of San Antonio Office of Historic Preservation
City of San Antonio Office of Sustainability
City of San Antonio Parks and Recreation Department
City of San Antonio Solid Waste Management Dept.
City of San Antonio Transportation and Capital Improvements
City of San Antonio World Heritage Office
CPS Energy
Edwards Aquifer Authority
Environmental Defense Fund
Government Hill Neighborhood Association
Greater Edwards Aquifer Alliance
Habitat for Humanity of San Antonio
imagineSanAntonio
Methodist Healthcare Ministries
Mitchell Lake Audubon Center
Moms Clean Air Force
National Center for Appropriate Technology
North San Antonio Chamber of Commerce
Northwest Neighborhood Alliance
Office of Military Affairs
P16Plus Council of Greater Bexar County
Rackspace
San Antonio College, William R. Sinkin Eco Centro
San Antonio Hispanic Chamber of Commerce
San Antonio Housing Authority
San Antonio Interfaith Power & Light

San Antonio Missions National Historical Park
San Antonio Office of Emergency Management
San Antonio River Authority
San Antonio Water System - Conservation Department
Sierra Club
Southwest Workers Union
Texas A&M University-San Antonio
The Health Collaborative
TX21Indivisible
University of Texas at San Antonio
University of the Incarnate Word
USAA
VIA Metropolitan Transit

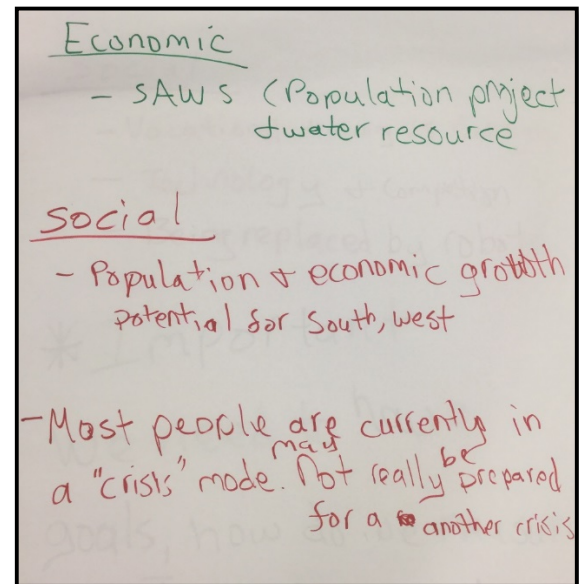
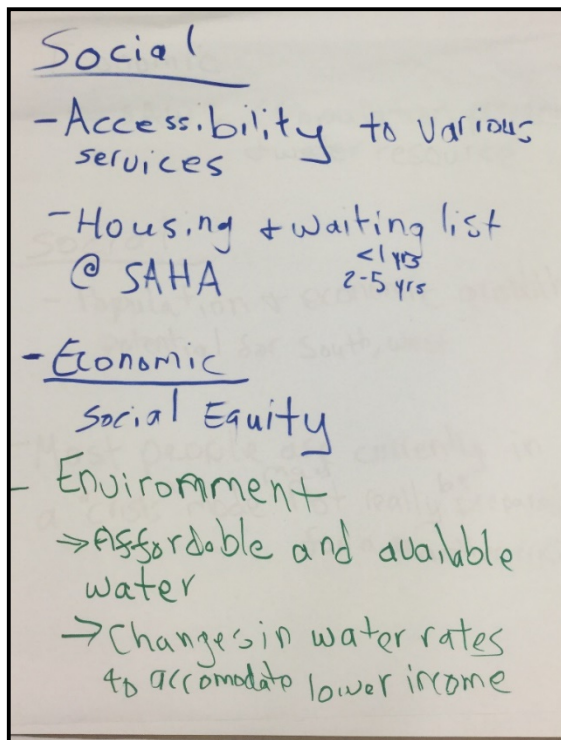
C. Flipchart photos summarizing the discussions in the first and second breakout sessions

First Breakout Session

Guiding Questions:

- What is a key challenge or concern that your organization is currently facing?
- How do those challenges affect the economic, social and environmental resilience of San Antonio?

The following images display the written responses of workshop participants during the first breakout session:



Social

- Vocational training VS College
- Technology + Competition
- Being replaced by robots

* Important
We need to have
goals, how do we measure
Level I, II, etc. Performance Measures

⇒ City Ordinance

- where are we on cleaning up neighborhoods

⇒ Gaining Forward

- Making areas more walkable
- Successful community gardening

⇒ Green Space Alliance

- Access to services + techn. assistance

MOTIVATIONS FOR ATTENDANCE

- REGIONAL PERSPECTIVE / COORDINATION OF MULTIPLE JURISDICTIONS
- EROSION OF BUDGETS VS. RISING CHALLENGES
- PARTNERSHIPS - REGIONAL + OTHER
- POCKETS OF VULNERABILITY
- TRANSIT FOR VULNERABLE POPULATIONS + OTHERS
- ISOLATION / DISCONNECTION OF MILITARY BASES
 - EMPLOYMENT + ECON IMPACTS
- ADAPTATION - ECOLOGICAL CO-BENEFITS

CHALLENGES / CONCERNS

- CLIMATE CHANGE
 - PRESERVATION TREATMENTS
- AGING WORKFORCE - TRAINED CRAFTSPEOPLE aging out
 - Higher average age of Federal employees
- CONSISTENT / RELIABLE TRANSIT IN ALL CONDITIONS
 - ESP. FOR TRANSIT-DEPENDENT
 - COMFORT + SAFETY OF RIDERS AT STOP + STATIONS
- POPULATION GROWTH AS DRIVING FACTOR
 - INCREASED FOOTPRINT TO PROVIDE SERVICES
- RE-CONNECT W/ AND REENGAGE THE COMMUNITY @ MILITARY POSTS (FAMILY SERVICES)
(CONNECT W/ VIA SERVICES)
- DISPROPORTIONATE POPULATION GROWTH IN VULNERABLE GROUPS
 - elderly, veterans, young, etc.
- NEXT MAJOR SHOCK IN SA (LIKE KATRINA...) YEAR
- EQUITABLE PARKS PROVISION

LIMITED BUDGETS + RESOURCES

■ SCALE OF CHALLENGES

- Neighborhood / site specific

↑
- Regional

- TOTAL POP GROWTH A CONCERN BUT ALSO...
- GEOGRAPHIC LOCATION / FOCUS OF GROWTH
 - + URBAN FORM
- AMENITIES + SERVICES TO ATTRACT + SUPPORT YOUNGER WORKERS
- CAN'T CONTINUE WIDENING ROADS
 - INEFFECTIVE WAY OF DEALING CONGESTION
- INVEST IN BETTER OUTREACH FOR VOLUNTEERS @ THE MISSIONS

ENVIRONMENTAL / CLIMATE

- HIGH INCIDENCE OF HOME FIRES
 - HOMES W/ OLDER / DETERIORATING SYSTEMS / INFRASTRUCTURE
-
- EXACERBATE UNDERLYING TRENDS
- WATER - SA - AUSTIN REGIONAL WATERSHEDS / SYSTEMS
 - STORMWATER / FLOODING
 - IMPACT ON HISTORIC STRUCTURES & TRADITIONS

Session 1

- ⊕ Regional water planning
 - Abandoned wells
 - Providing healthcare
 - Planning and responding to all ~~hazards~~ hazards
 - Awareness / access to NPS from neighborhoods.
 - Ethic for caring about natural / cultural places

Quantitative

- ⊕ Compatible development (JB SA)
 - trees / habitat
 - noise
 - safety
 - Flight Ops
 - Water
 - birds
- ⊕ Climate Action Plan
- ⊕ Air quality (NW side highest Ozone)
- ⊕ Poverty / Generational Poverty / Seniors
- ⊕ Engagement
 - Boards / Commissions / etc.
- ⊕ Market - Planning relationship
- ⊕ Data - Policy link / Data ecosystem
- ⊕ Smart, sustainable growth
 - Strong core / strong community
- ⊕ Talent attraction - Workforce
- ⊕ Local Authority / Control
- ⊕ Planning (Metrics + Objectives)

- Waste reduction
 - increase recycling
 - hazardous waste
- Recycling economy
- Compost economy
- Illegal Dumping

Water Quality
Oltmos Basin
Caring for Natural / Cultural Places

- ⊕ Daily resilience (coordination, cooperation)
- ⊕ Lack of public services (social)
 - Mental health
- ⊕ Spread thin
- ⊕ Mode of transportation
- ⊕ Population / Growth distribution

- uninsured working poor healthcare delivery
- Poverty drives need for healthcare
- Poverty/Education/other social determinants
- ABCD Model and learning how people find success.
- Crisis in undocumented community now.

- Creating resilience in immigrant communities
- immigrant communities as critical to everyone's resilience Economically Culturally
- immigrants are throughout our city.
- individual ∞ community resilience

- Flooding is #1 hazard but interventions have worked well.
- Culture of preparedness immigrant communities at risk of being left out.
- Heat is hazard of concern.

- City Policy that causes these
1. Flooding events
 - Land Use? in fill
 - water right? not enough water
 - Access to community? engage to make sure relevant
 - Economic Growth/Gentrification
 - Jobs
 - How to sustain affordable energy? diversification
 - Protect infrastructure from extreme weather
 - Empowerment Individual/Organization
 - Aging infrastructure, inequitable
 - Identify most vulnerable infrastructure, FUNDING
 2. Affect all aspects, roads, people
 - Effects low income, vulnerable more, harsher, geographical
 - Diversification to meet water needs, conservation affordable
 - Root Cause \rightarrow not having access community; to meet needs
 - Disenfranchisement of community
 - Workforce cross training
 - Affordability, feasibility, technology
 - Instability of residents in areas of gentrification
 - Not able to scale up w/ limited resources

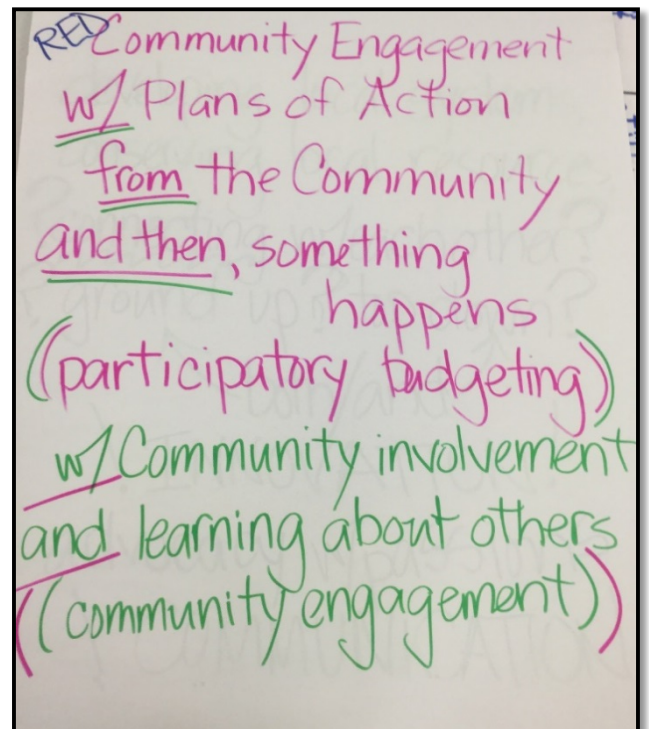
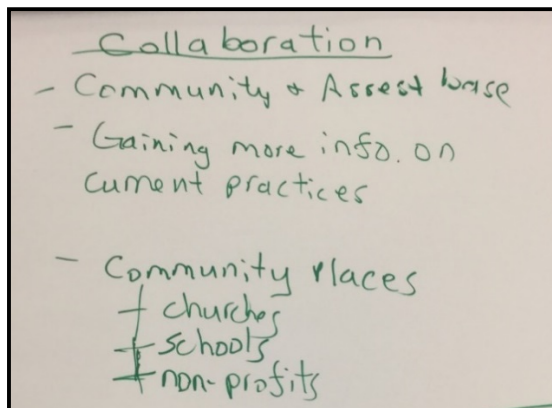
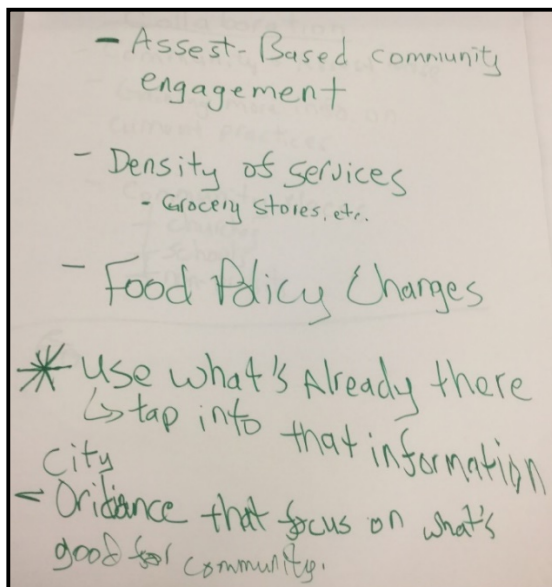
- Challenges/Concerns
- Build Environment
- Availability of Resource - AQ, Water, Energy/Water 2 key resources
- Long Term Affordability of Housing
- Historic Preservation Protection of Cultural Assets
- Gap Economic/Social Factors - Income gap even in economically affluent areas Cause: Age, Stage of life
- Compared to other cities transportation is a plus however other cities have diverse trans. options
- Choice ridership \rightarrow more resilient community
- Affordable housing = all life amenities
- Public transit needs to be more available/frequent
- Disrupt Factors: Trans: 3 hrs/Ing. Aging Water/Eng. Ing.

Second Breakout Session

Guiding Questions:

- What are 1-2 things that would help you take the first step toward action and address these challenges?
- What do you feel you need long-term to take action and keep momentum going?
- Who could you collaborate with?

In the second breakout session, participants were grouped by the area of resilience that best aligned with their organization: green for environment, yellow for social, and red for economic. The color written at the top of various flipcharts correlate with these groupings. The following images display the written responses of workshop participants during the second breakout session:



developing local systems,
conserving local resources,
?connecting w/each other?
?ground up? top down?
 ↖ both/and ↗
! INNOVATION!
advocacy w/passions
! COMMUNICATION!

EDUCATION
Story telling

Go Local
Conversations in Libraries
w/politics
Look to the Children
Solution focused
Resilience as a lens
or LIVING ↗

Pro-active vs. Reactive
Tools (for Children
for entire community)
Looking within
ourselves & within
SA for resources
LIFE SKILLS
& PROBLEM SOLVING

KEY CHALLENGES

- AFFORDABLE HOUSING, LONG-TERM, PATTERNS OF DISPLACEMENT
- WATER + FLOODING
- IMPLEMENTATION OF PLANS - HOW TO CREATE ACTION?
- ASK THE RIGHT QUESTIONS
- REGIONAL PARTNERS + COORDINATION
- DEMAND ON INFRASTRUCTURE / SYSTEMS / SERVICE PROGRAMS
 ↳ ABILITY TO PAY FOR THESE?
- GENTRIFICATION / DISPLACEMENT
- CONFLICTING CITY POLICIES + VALUES + REGULATIONS
- WHERE GROWTH IS HAPPENING?
- LEVEL OF DISTRUST @ A VARIETY OF SCALES
- ONE OWNERS → REGIONAL
* LACK OF UNDERSTANDING OF COMMUNITY ISSUES
- LISTENING TO COMMUNITY VOICES + NEEDS

HOW TO BE A "BOTH-AND" COMMUNITY
VS. "EITHER-OR"?

ACTIONS - 1st STEPS

- Better understanding of those we're serving (lived experiences)
- DIVERSE WORKFORCE / LOCAL KNOWLEDGE
- UNDERSTAND KEY MESSAGES + COMMUNICATE
- CHANGE FRAMEWORK/PRIORITIES OF OUTREACH/ENGAGEMENT/SERVICE PROVISION
- FOLLOW-UP CONVERSATIONS + EFFORTS
 - COMMUNITY IS HEARD
 - COMMUNITY SEES RESULTS
- MEET WHEN/WHERE PEOPLE ARE AVAILABLE

ACTIONS-LONG-TERM

- DIFFICULTY OF CHANGING CITY LEADERSHIP + PRIORITIES
- KEEP PLANS/VISIONS ALIVE
 - ↳ MAINTAIN COMMITMENTS
- NEED TRUE COMMUNITY-BASED PLAN
 - ALLOW SOME FLEXIBILITY OVER TIME
- CONSISTENT/TRANSPARENT COMMUNICATION MECHANISMS OVER TIME

Session 2

Accessibility/Affordability
power/water/sewer

Integration of
military/non-military
communities.

Workforce Readiness.

Green

- ① Unmitigated growth [SARA]
 - triple bottom line
 - Vision - infill/reinvestment
 - economic opportunity
 - quality of life
 - City/County/Fed Govt./Developers
 - Accountability partner(s)
- Partnerships/communicating Issues
 - Data sharing/tools + Democratic data/access
 - Thematic Partnerships
- ② Embeddedness of values
 - Internal structure of accountability
 - External

- ③ • Pick top priorities
- Leverage partnerships to deal w/ lack of capacity.

Train/retain people who
are here.

Making solar programs
accessible to everyone

Incentivizing efficiency while
ensuring affordability

Local knowledge
 Local relationships
 Local solutions
 Vision, Goals, ~~Brand~~ Brand
 — then be proactive
 city/business/military
 can create intentions
 for integration.

Train/retain people who
 are here.
 Making solar programs
 accessible to everyone
 Incentivizing efficiency while
~~the~~ ensuring affordability

spread out — regional centers
 corridors
 overreliance on auto: Transit

- STORM WATER MGMT
- DRINKING (USEABLE) WATER
- > WATER
 - ~~FOR~~ MANAGING OUR WATER ^{SOURCES} SOURCES
 - > RUNOFF WATER BECOMES DRINKING WATER
 - > WASTE (POLLUTION) COULD END UP IN STORM WATER + AFFECT WATER AS A WHOLE.
 - > MINIMIZE IMPACT. (VALUING OUR IMPACT)
- LONG TERM
 - > ON-SITE STORM WATER MANAGEMENT
 - > MODIFIED DEVELOPMENT CODE
 - > INCENTIVIZE?
 - PERVIOUS vs IMPERVIOUS REQUIREMENTS
- LONG TERM REGIONAL + COMMUNITY PLANS (COMPREHENSIVE)

(LONG TERM (CONTINUED))

- > CULTURE SHIFT
 - A BUY-IN, EDUCATE PUBLIC
 - > COMMUNITIES NEED TO BUY-IN TO PLANS — FEEL LIKE THEIR NEEDS, AS A COMMUNITY, ARE ADDRESSED.
- > ~~PRESERVATION OF~~ PROTECTION VS. PROGRESS
- > DEVELOP OBJECTIVES + COLLECT INPUT FROM STAKEHOLDERS + NEIGHBORHOODS
- > MAKE EXISTING OPPORTUNITIES ACCESSIBLE
- > ELIMINATE GAP FROM POLICIES + PUBLIC
 - > MAKE COMMUNITY FEEL MORE ENGAGED.
- > BUILD A CULTURE OF RESILIENCE
 - BEING PREPARED FOR EMERGENCIES
 - > TORNADOES, FLOODS, ETC.

- LONG TERM P.3
- > EMERGENCY PREPAREDNESS
 - > INTERACTION w/ NEIGHBORHOODS + CONFIDENCE TO SHOW VULNERABILITY + ASK FOR INPUT.
 - > CAPITALIZE ON WEATHER EVENTS
 - o > 50 YR FLOODS, ETC.
 - > CHANGING THE COMMUNITY REQUIRES A "STEADY PULSE"
 - > AN IDENTIFIABLE SLOGAN.
 - > EARLY EARLY EDUCATION
 - > GET YOUNG POPULATION TO UNDERSTAND RESILIANC.
 - > COMMUNITY HEALTH WORKING
 - > EDUCATIONAL
 - > MEALS ON WHEELS.

- TRANS
- Establish a new trans system, route to route to complement bus system
 - Ability to rebound from severe weather - Pluses - mobilization of city services
 - Drainage and routing of drainage
 - We can improve drainage system
 - Further inclusion of low impact Devel.
 - SARA's rebate prog.
 - Responding to changes Fed Polig - Air Quality
 - Role of Cities leadership / education / lead by example
 - Adequate supply potable water
 - Aging water/energy infrastructure
 - Need for repair rehab of older residential street
 - Community gardens as indicator
 - The more connected people are the better ability to be resilient - ex elderly, handicapped population low income
 - Walkable neighborhoods = more connected neighborhoods
- Aging pop.

- Neighborhood Planning - Storm water, Pub Safety, Graffiti Abatement, Big Painting, Family Safe Places
- Neighborhoods need to be self-reliant
- Build SA Green "Smart Green" Homes - Creating Accessibility to the program. Combining solar and residential
- Patience needs to be a part of the solution
- Partners: City, CPS, SAWS, Smart Cities Alliance, Bexar Co. Adaptation to technologies
- Foresight in future growth - Limitation of services - providing services on a reactionary level.
- Challenges in World Heritage Sites addressing preservation of historic sites and use issues. Currently transforming areas to open spaces, mixed use options. Assets - River Improvement Overlay; TERZ
- Challenges can be addressed with improved public safety (loose dogs, gangs)
- Strategic planning needs to address brown safety, food shelter

- Brooks City Base Development Replicate within other communities
- Solution: Vocational Programs
- Gaps between management: workers
- Addressed only per programs: SAM Ministry Habitat

D. List of actions identified by participants in the 2nd breakout session based on discussion summaries

1. Use asset-based community engagement
2. Base density of services on population density
3. Need changes in food policies
4. Use what's already there and tap into that information
5. Gain more information on current practices
6. City ordinances that focus on what's good for the community
7. Develop plans of action from the community
8. Use participatory budgeting
9. Connect from both the ground up and top down
10. Work locally in libraries, schools, and other community centers
11. Increase understanding of those we're serving
12. Use storytelling to educate people on these issues (especially early education)
13. Increase diversity of our workforce
14. Understand and communicate key messages
15. Change framework of outreach for more engagement
16. Hold follow-up conversations and efforts in communities to ensure they see results
17. Meet when/where people are available
18. Keep plans and visions alive and maintain commitments despite changes in city leadership
19. Develop community-based plans that allow flexibility over time
20. Develop consistent and transparent communication mechanisms over time
21. Build thematic partnerships to increase data sharing and access
22. Build internal structures of accountability
23. Leverage partnerships to deal with lack of capacity
24. Increase accessibility and affordability of power, water, and sewer systems
25. Build knowledge, relationships and solutions at the local level
26. Integrate military and non-military communities
27. Train and retain people who are here
28. Make solar programs accessible to everyone
29. Incentivize efficiency while ensuring affordability
30. Need more integration between city, businesses, and military
31. Use existing regional centers and corridors
32. Better manage water resources by reducing runoff and waste (pollution) to reduce our impacts and improve water quality
33. Manage onsite stormwater management through modified development code
34. Incentivize pervious vs impervious requirements
35. Develop comprehensive regional and community long term plans
36. Educate public to increase buy-in for plans and shift culture
37. Develop objectives and collect input from stakeholders and neighborhoods
38. Make existing opportunities more accessible
39. Eliminate gap between policies and public by getting the community more engaged

40. Shift and build a culture of resilience
41. Increase emergency preparedness (floods, tornadoes, etc.) and ability to rebound following disasters
42. Interact more with neighborhoods and ask for their input
43. Capitalize on weather events (e.g., the 50-year flood)
44. Create an identifiable slogan
45. Focus on early education and get young population to understand resilience
46. Increase community health workers
47. Establish a new transportation system, node to node, to complement bus system
48. Improve drainage system and routing of drainage
49. Encourage more low impact development
50. Increase the role of city leadership to lead by example
51. Ensure an adequate supply of potable water
52. Address aging water and energy infrastructure
53. Repair and rehab older housing stock
54. Increase community gardens
55. Increase walkability to increase the connectedness of neighborhoods
56. Encourage neighborhoods that are self-reliant
57. Expand the Smart Green Homes program by creating greater accessibility to the program
58. Need greater adaptation to technologies
59. Address land use issues through: transforming areas to open spaces, mixed use development, river improvements, and preservation of historic sites.
60. Improve public safety
61. Increase vocational programs and training
62. Ensure strategic planning addresses the basics of safety, food, water, air, shelter